



# Department of Human Services

## **Centralized Service Area – Integrated Claims Recovery Unit Design Event**

**Team Integrity – There is an “I” in this Team**

June 26 – 29, 2012

# The Opportunity

**Kim Anderson**

Department of Human Services



# Team Integrity – There is an “I” in this Team



**Team Members:** Tracey Roberts, DHS Central Office IMW 6; Kim Anderson, CSA IMA; Jaili Cunningham, CSA PSE 3; Chris Silberhorn, CSA EO2; Lori Lipscomb, CSA SAM (Interim); Cindy Scharf, Cedar Rapids SA IM Worker; Stacie Gordon, Eastern SA IM Supervisor; Fabricio Gonzalez, Department of Inspections and Appeals EO1; Jim Smith, Department of Inspections and Appeals PSE4; Melissa Paustian, Department of Inspections and Appeals Investigator 3; Matt Haynes, DHS Quality Improvement; Susan Godwin, DHS Quality Improvement

# Scope

Kim

Design a standardized and efficient Centralized Service Area Claims Recovery Unit process from the time a potential overpayment incident is brought to the attention of the Unit to the time corresponding appeal rights are exhausted, to include entries in the OPR system and any related tracking entries. This event will not include defining the Department of Inspections and Appeals process for investigations and collection of claims.

# Goals

Kim

1. Establish initial operations (at least first group of staff in place) by August 6, 2012.
2. Unit will be fully operational by January 1, 2013.

# Objectives

Fabricio

1. Define and map a standardized process for the Claims Recovery Unit.
2. Document the new process in text to use for reference and training staff.
3. Develop guidance and procedure materials to use for reference and training staff.
4. Develop an understanding of the volume of work that will be processed by the Unit.
5. Define a method of prioritizing work for the Unit.

# Objectives

Fabricio

6. Define a referral process for potential fraud investigations.
7. Define a method of measuring work processed by the Unit (i.e., timeliness of processing, etc).
8. Develop a statewide communication plan for the new process and corresponding roles.

# Kaizen Methodology

Matt

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)



# Trends

Melissa

- Emphasis on program integrity
- Use of waiver by other states
- States maintain portion of recoupment
- States moving away from active outreach to sign up participants
- Medicaid push to sign up eligible persons for programs (ACA)
- Identity theft
- Expanded eligibility - continue?

# SWOT

Lori

S = STRENGTHS

W = WEAKNESSES

O = OPPORTUNITIES

T = THREATS

LEAN

State of Iowa  
Continuous Improvement

# Examples of Identified Strengths

Lori

- Ability to make claims
- Specialized unit being developed
- OPR system
- Creating recipient accountability
- Interagency collaboration
- Low error rate
- State off-sets
- SPAD system
- Electronic case file for current and future cases

# Examples of Identified Weaknesses

Lori

- Limited staff
- Data collection system - multiple systems that don't talk to each other
- Training and experience - many different agencies and players
- Global processing (workers no longer have set caseloads and know the clients as more is centralized)
- Time consuming process
- Communication across and within agencies
- Difficult to locate file info due to file conversation to ECF - limited info was taken from files, hard files are not easily accessible, etc.
- Backlog
- Appeals system (DHS access to)

# Examples of Identified Opportunities

Lori

- Sharing data
- Make quick changes/ increase efficiency
- Develop model of claims recoupment
- Restore confidence in public assistance
- Become experts in the claims process
- Retain more money/ funds
- Deter future fraud
- Alleviate field stress/ extra work expectations
- Partner with other states
- DHS/DIA collaboration
- Policy up-dates - have input and align with new practice

# Examples of Identified Threats

Lori

- Systems not linked (IT)
- Accidental changes in electronic system if user access is not monitored
- Calculation of savings to justify the Unit - understanding of calculations if they change from current (numbers may look lower based on process used to calculate)
- Lack of partnering with other states (PARIS)
- Not continuing to re-assess/change process, work, and priorities as needed
- Motivation of staff
- Not keeping up with policy changes

# Examples of Brainstorming Ideas

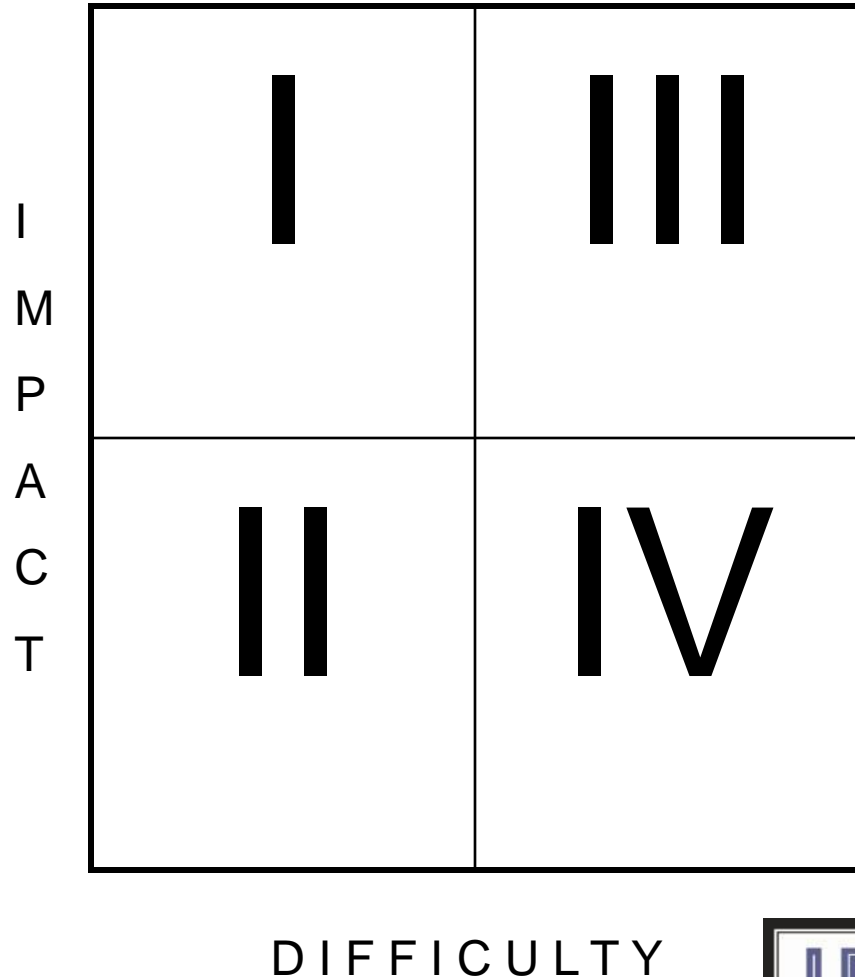
Jaili

- Develop internal process between Unit and DIA
- Eliminate paper
- Explore use of IPV Waiver
- Research other states with PARIS and other centralized claim units
- Determine data to track
- Develop individual and team performance measures
- Determine roles for all positions in the unit
- Co-location of Investigator with unit
- Collaboration on hiring (DHS/DIA)
- Create an initial and ongoing communication plan
- Create standardized documentation of action taken - OLN guidance
- Create a standardized response to/from other states

# De-selection Process

Jaili

- Identifies
  - Impact to customer
  - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation





# Homework

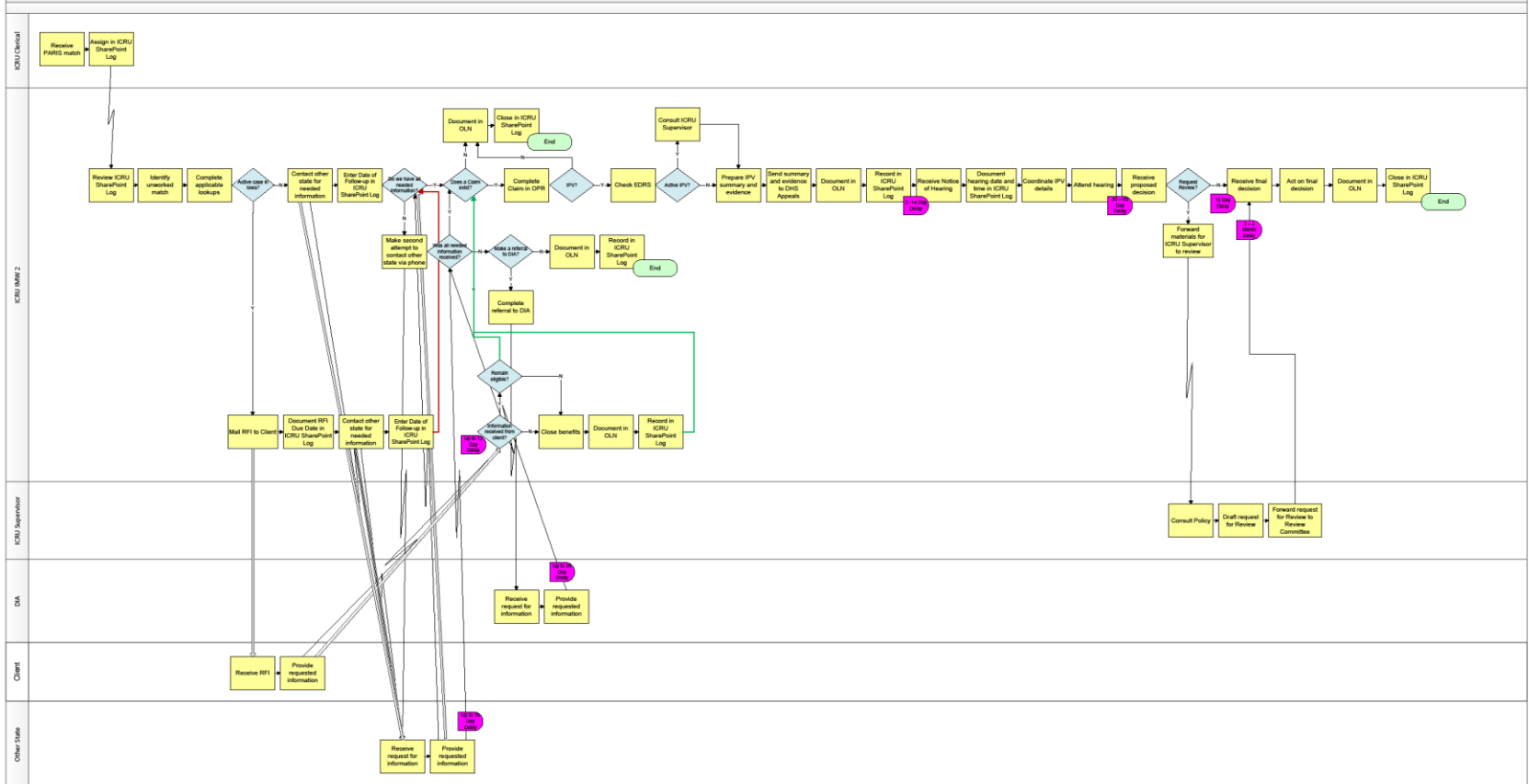
Stacie

Item	Person Responsible	Due Date	Updated Due Date	Notes
Establish a training curriculum and plan including: train staff to determine what is a claim, IPV, Appeals, OPR, and interviewing techniques. Include DIA in our trainings.	Kim / Stacie	6/29/12		Structural overview document developed. <b>DONE</b>
Determine roles for all positions in the unit -- including investigator	Tracey	6/29/12		<b>DONE</b>
Create an initial and ongoing communication plan, including procedure guide	Kim/ Lori	8/1/12		Need to add info as it becomes available, basic structure developed.
Create standardized documentation of action taken -- OLN guidance	Jaili	6/29/12		<b>DONE</b>
Identify what data to track	Lori / Jim	6/28/12		Draft list of data developed including source of information. Ready for SharePoint development. <b>DONE</b>
ECF -- no paper files	Tracey	8/1/12		In process of establishing address and locations. <b>DONE</b>
Scanning process/ indexing	Tracey	8/1/12		In process of establishing address and locations. <b>DONE</b>
Develop SharePoint logs	Lori / Matt / Kim	6/29/12		Draft has been developed. <b>DONE</b>
PARIS Investigative Form -- are there additional changes recommended from this team?	Team	6/29/2012		Recommendations provided by team to DIA participants. <b>DONE</b>
Establish protocol for what to refer/not refer to DIA	Team	6/28/12		Investigator housed with the unit will be consulted as needed. Identity Theft and Triple Matches will be the primary referrals made at this time. <b>DONE</b>

# New Process

Stacie

**New Integrated Claims Recovery Unit Process (6-28-12)**



# Team Member Experience

**Stacie Gordon, DHS**

**Jim Smith, DIA**

# Comments

## **Matt Haynes**

Lean Co-Facilitator, Department of Human Services, Bureau of QI

## **Susan Godwin**

Lean Co-Facilitator, Department of Human Services, Bureau of QI



**We welcome your questions and comments!**